
170415Z JUN 03 COMNAVFORJAPAN YOKOSUKA JA R

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FM COMNAVFORJAPAN YOKOSUKA JA

TO RUAYAAJ/NAF ATSUGI JA//00//

RUBDPLA/NAF MISAWA//00//

RHMFIIU/COMFLEACT SASEBO JA//00//

RUAYAAJ/COMFLEACT SASEBO JA//00//

RHMFIIU/COMFLEACT OKINAWA JA//00

RHAKAAA/COMFLEACT OKINAWA JA//00

RUYNACN/COMFLEACT YOKOSUKA JA//00//

RUVNSAO/NAVSUPPFAC DIEGO GARCIA//00//

RUYNABW/NAVSHIPREPFAC YOKOSUKA JA//00//

RUYNACF/NAVHOSP YOKOSUKA JA//00//

RUYNJSG/FISC YOKOSUKA JA//00//

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RUBDPLA/COMNAVFORJAPAN YOKOSUKA//N01/N01BM/N01CP/N01RE/N8R//

RUBDPLA/PWC YOKOSUKA JA//00//

BT

UNCLAS//PERSONAL FOR COMMANDERS AND COMMANDING
OFFICERS

FROM REAR ADMIRAL CHAPLIN//N00//

MSGID/GENADMIN/COMNAVFORJAPAN//

SUBJ/REGIONAL COMMANDER'S SRM INVESTMENT STRATEGY//

REF/A/VTC/CNFJ/YMD:20030416//

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REF/E/MSG/CNFJ/190550ZMAR2002//

NARR/REF A WAS VIDEO TELECONFERENCE WITH BASES AND
MAJOR SHORE

COMMANDS AT WHICH JFIP FUNDING OUTLOOK WAS BRIEFED. REF

B IS CNFJ

REGIONAL FACILITY MANAGEMENT SYSTEM (RFMS) STRATEGIC
PLAN FOR 2003

TO 2006. REF C IS CNO GUIDANCE FOR 2003. REF D IS THE
DEPARTMENT

OF NAVY FACILITIES INVESTMENT PLAN. REF E (NOTAL) PROVIDED
COMMANDER'S GUIDANCE ON RFMS IMPLEMENTATION.//

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RMKS/1. THE PURPOSE OF THIS MESSAGE IS TO EXPLAIN THE REGIONAL SUSTAINMENT, RESTORATION, AND MODERNIZATION (SRM) PROGRAM STRATEGY, AND PROVIDE SPECIFIC GUIDANCE REGARDING PRIORITIZATION OF THE MAJOR INFRASTRUCTURE INVESTMENTS PROGRAMMED THROUGH THE JAPANESE FACILITIES IMPROVEMENT, MILITARY CONSTRUCTION AND SPECIAL PROJECTS PROGRAMS.

2. CONTEXT. CNFJ IS RESPONSIBLE FOR THE MAINTENANCE AND RECAPITALIZATION OF OVER \$5B WORTH OF INFRASTRUCTURE AND FACILITIES IN THE REGION. AS EXPLAINED DURING REF A, THE JFIP FUNDING AVAILABLE TO RESTORE AND MODERNIZE THOSE FACILITIES IS DECLINING. AFTER APPROACHING \$200M/YEAR IN THE LATE 1990S, NAVY'S CATEGORY D FUNDING IS EXPECTED TO BE ONLY \$90M IN JFY04. AS FOR SUSTAINMENT, CURRENT BUDGET CONTROLS INDICATE THAT RESOURCE MANAGEMENT SYSTEM (RMS) SRM FUNDING WILL INCREASE IN FY04, YET THE MONEY AVAILABLE WILL REMAIN LESS THAN WHAT THE FACILITIES SUSTAINMENT MODEL (FSM) ESTIMATES IS REQUIRED TO ADEQUATELY MAINTAIN ALL OF OUR FACILITIES. THEREFORE, WE MUST FOCUS THE SCARCE RESOURCES AVAILABLE ON THE MOST CRITICAL NEEDS, AND DEVELOP INNOVATIVE SOLUTIONS FOR THOSE REQUIREMENTS THAT WE CANNOT AFFORD. AS EMPHASIZED IN REFS A AND B, IT IS IMPERATIVE THAT WE MAXIMIZE THE RETURN ON INVESTMENT OF EVERY DOLLAR SPENT ON SRM. ONE OF THE GOALS INCLUDED IN REF B IS PUBLICATION OF THIS CNFJ FACILITIES INVESTMENT STRATEGY, AND ITS APPLICATION TO THE ALLOCATION AND PRIORITIZATION OF SRM FUNDING.

3. GENERAL GUIDANCE. OUR SRM INVESTMENT STRATEGY MUST FIRST ALIGN WITH THE GOALS OF SECNAV AND CNO, AS DETAILED IN REFS C AND D. THESE CAN BE SUMMARIZED AS FOLLOWS:

- FUND SUSTAINMENT TO MATCH STANDARD FSM BENCHMARKS.
- FULLY RESTORE AND MODERNIZE THE FACILITY INVENTORY, ACHIEVING A 67-YEAR SHORE INFRASTRUCTURE RECAPITALIZATION RATE BY FY07.
- ACHIEVE INSTALLATION READINESS REPORTING SYSTEM F2 OVERALL RATING FOR ALL FACILITIES ANALYSIS CATEGORIES BY 2010.
- COMPLETE HOMEPORT ASHORE TO MOVE ALL SINGLE SEA DUTY SAILORS TO BACHELOR QUARTERS.
- ELIMINATE INADEQUATE FAMILY AND BACHELOR HOUSING.
- CONSIDER LIFE-CYCLE COSTS OF ALL INITIATIVES, PARTICULARLY ENERGY COSTS.
- DEMOLISH OR RELEASE EXCESS AND OBSOLETE FACILITIES.

IN ORDER TO MAKE PROGRESS ON THESE GOALS WITH THE RESOURCES AVAILABLE, OUR DECISIONS SHOULD BE PRECEDED BY ANSWERING THREE BASIC QUESTIONS:

- 1) DOES THE PROJECT SUPPORT THE MISSION OF THE FORWARD DEPLOYED NAVAL FORCE? THIS MAY SEEM OBVIOUS, BUT OFTEN IT IS EASY TO BECOME CONVINCED OF THE NECESSITY OF A PROJECT THAT IN REALITY DOES NOT SIGNIFICANTLY CONTRIBUTE TO THE MISSION. WE CANNOT CONTINUE TO BUILD FACILITIES OF MARGINAL VALUE WHEN WE CANNOT AFFORD TO MAINTAIN THE CRITICAL FACILITIES WE ALREADY OWN.
- 2) HAVE ALL ALTERNATIVES BEEN EXPLORED? FOR INSTANCE, SOMETIMES OPPORTUNITIES EXIST TO ELIMINATE FACILITIES REQUIREMENTS RATHER THAN INVEST IN NEW FACILITIES. CREATIVELY AND AGGRESSIVELY EXPLORE OPPORTUNITIES TO FULFILL FACILITY REQUIREMENTS THROUGH PARTNERSHIPS WITH OUR SISTER SERVICES, JOINT USE AGREEMENTS WITH THE JAPANESE SELF-DEFENSE FORCES, OR THE LOCAL COMMUNITY.
- 3) HAVE ALL FUNDING SOURCES BEEN EXPLORED? ENSURE THAT ISSA'S ARE UPDATED, ONLY VALID TENANTS ARE UTILIZING NAVY FACILITIES, AND THAT TENANTS REIMBURSE CNFJ FOR FACILITIES SERVICES IAW DOD FINANCIAL GUIDANCE.

4. REGIONAL PROJECT PRIORITIZATION PROCESS.

A. IN ORDER TO ENSURE THE GOALS LISTED ABOVE ARE BEING ADVANCED, ALL JFIP, MILCON AND SPECIAL PROJECTS WILL BE PRIORITIZED BASED ON

- CONTRIBUTION TO REDUCING IRRS F3 AND F4 RATING.
- CONTRIBUTION TO ACHIEVING 67-YEAR RECAPITALIZATION RATE.
- IMPORTANCE OF PROPOSED FACILITY TO FORWARD DEPLOYED NAVAL FORCE MISSION AND/OR ACHIEVING SECNAV/CNO GOALS.

5. TASKS.

A. THE REGIONAL ENGINEER SHALL:

- ANNUALLY BY 31 AUGUST PROPOSE TO THE REGIONAL RESOURCE MANAGEMENT BOARD (RRMB) A PROJECT SCORING SYSTEM IAW THE CRITERIA LISTED IN PARA 4. ONCE APPROVED BY THE RRMB, THIS SYSTEM WILL BE USED TO PRIORITIZE THE REGION'S JFIP, MILCON AND SPECIAL PROJECTS PROGRAM SUBMISSIONS DURING THE UPCOMING FISCAL YEAR.

- UTILIZE JAPAN RELOCATION PROGRAM AND JFIP CATEGORY A WHENEVER APPROPRIATE FOR HOST NATION FUNDED CONSTRUCTION IN ORDER TO CONSERVE CATEGORY D RESOURCES.

- AGGRESSIVELY PURSUE NAF AND OTHER NON-RMS FUNDING SOURCES, WHERE APPROPRIATE.

- PURSUE OPPORTUNITIES FOR FACILITY CONSOLIDATION AND REDUCED FOOTPRINT.

- DEVELOP PUBLIC-PRIVATE VENTURE AND/OR LEASE/CONSTRUCT PROGRAMS TO ALLEVIATE HOUSING SHORTFALLS.

- ADVOCATE FOR THE PM/QM RESOURCES REQUIRED TO ATTAIN BENCHMARKS AS DEFINED BY THE FSM.

- PER REF E, MANAGE FACILITY FUNDING FOR MAXIMUM EFFECTIVENESS AND EFFICIENCY.

- ALLOCATE RMS PM/QM FUNDS TO BASES IAW FACILITIES. SUSTAINMENT MODEL AND THE SUSTAINMENT GOALS LISTED ABOVE.

- ENSURE PM/QM AND OTHER FUND SOURCES ARE EXECUTED WITHIN ESTABLISHED CONTROLS.

B. THE RRMB WILL:

- ANNUALLY NLT 30 SEPTEMBER APPROVE A PROJECT SCORING SYSTEM FOR THE UPCOMING FISCAL YEAR.

C. BASE CO'S AND PWO'S WILL:

- ENSURE LOCAL-AUTHORITY RMS PM/QM FUNDS ARE SPENT CONSISTENT WITH THE GOALS OUTLINED IN THIS CNFJ FACILITIES INVESTMENT STRATEGY.

- SUBMIT RECOMMENDATIONS TO THE REGIONAL ENGINEER CONCERNING THE ANNUAL PROJECT SCORING SYSTEM, AND SUBMIT PROJECTS THAT WILL COMPETE WELL AGAINST THE CRITERIA ESTABLISHED.

- IDENTIFY OPPORTUNITIES FOR FACILITY DEMOLITION AND/OR CONSOLIDATION.

D. REGIONAL BUSINESS OFFICE WILL:

- COORDINATE WITH THE BASES AND TENANTS TO ENSURE ALL ISSA'S ARE ACCURATE AND UP-TO-DATE.

E. THE REGIONAL COMPTROLLER WILL:

- SET FUNDING CONTROLS AS PROVIDED BY HIGHER AUTHORITY AND MONITOR OBLIGATION RATES.

6. REGIONAL TEAM EFFORT. AS I FIRST EXPLAINED IN REF E, THE RFMS INITIATIVE IS ABOUT IMPROVING EFFECTIVENESS BY USING A BETTER BUSINESS MODEL. AN IMPORTANT ELEMENT OF THIS NEW PARADIGM IS TO ENSURE WE MAXIMIZE THE USE OF SCARCE RESOURCES ACROSS THE AOR, RATHER THAN ALLOW DISPARITIES TO OCCUR - HAVES AND HAVE- NOTS. IT WILL REQUIRE CONSTANT AND FRANK COMMUNICATION, AND A TOTAL CNFJ TEAM EFFORT TO BE SUCCESSFUL. PLEASE DO YOUR PART.

7. FEEDBACK WELCOME. I INVITE YOUR FEEDBACK ON WHAT OUR REGIONAL PRIORITIES SHOULD BE AND HOW BEST TO ACHIEVE THEM. HOWEVER, IT IS IMPERATIVE THAT EVERYONE INVOLVED IN FACILITIES MANAGEMENT UNDERSTAND THAT BOTH INNOVATION AND TOUGH CHOICES WILL BE NECESSARY IN ORDER FOR US TO CONTINUE TO DELIVER WORLD CLASS SERVICE TO THE FORWARD DEPLOYED NAVAL FORCE.

8. RADM CHAPLIN SENDS.//

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